

Five-Year Capital Improvement Plan

The material presented in this section provides an overview of the City's CIP development process, project evaluation criteria, funding sources, operating impacts associated with capital projects, and a capital projects list, for further detail see Volume Three.

The capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities is funded in the Program Operating Budget.

The Program Operating Budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services, including operating and maintaining new capital facilities. Program Operating Budget appropriations lapse at the end of the fiscal year. The Program Operating Budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

The following guidelines determine what is a CIP project:

- Relatively high monetary value (at least \$25,000)
- Long life (at least five years)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

Included within the above definition of a Capital project are the following items:

- Construction of new facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or part of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

The City of Scottsdale uses two cross-departmental CIP Coordination Teams, one for review of construction related projects and the other for review of technology related projects. The **Construction Review Team** (see appendix for a list of staff names) consists of seven individuals from a variety of programs and professional disciplines to review project submissions and ensure that:

- Projects are scoped properly (a building has ADA access, includes telephones, computers, etc.)
- Infrastructure components are coordinated (a waterline is installed at the same time as a roadway improvement at a specific location)
- Long-term operating impacts are included in estimates (staffing, utility and maintenance costs are considered)
- Timeframes for construction activity and cash flow requirements are realistic
- Projects are coordinated geographically (i.e., not more than one north/south major thoroughfare is restricted at a time), and
- Project costs are reviewed to determine the adequacy of the budget and appropriate funding sources

The **Technology Review Team** (see appendix for a list of staff names) included eight individuals from a variety of programs to review technology project submissions and ensure that:

- Project meets City's current hardware, software and security standards
- If technology will be accessed from remote locations what network bandwidth requirements are needed to support the application
- Long-term operating impacts are included in estimates (training, maintenance and support)
- Who is responsible for funding ongoing maintenance of hardware, operating system, application and database, if applicable

- Who is responsible for day-to-day support
- Does the system require after hours technical support
- Includes funding to cover ongoing monthly communication costs associated with the system, if applicable
- Backups and data retention have been considered
- Disaster recovery and security considerations have been taken into account

While these examples are not exhaustive they provide excellent examples of the value added through project review by cross-departmental teams.

Each department was required to submit both new project requests and rejustifications to the applicable CIP review team. If the review teams had questions concerning a request the departments were asked to clarify the issue to assist the review team in prioritizing the project against all City needs.

After this far-reaching review process the CIP Review Teams prioritize the program. Projects are prioritized based on City Council's Broad Goals, department priorities, anticipated funding sources, and during the first review the International City/County Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87.

The twelve prioritization criteria used by Scottsdale for construction related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

This "forced" scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall

high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - The expected change in operation and maintenance costs. Program operating departments provide year-by-year estimates of the additional costs or reductions likely in the program budget because of the new project. Also to be considered are changes in revenues that may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project. See Capital Projects Operating Impacts schedule on page 123 of this section.
3. **Health and Safety Effects** - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.
4. **Community and Citizen Benefits** - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.
5. **Environmental, Aesthetic, and Social Effects** - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.
6. **Distributional Effects** - Estimates of the number and type of persons likely to be affected by the project and nature of the impact; for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here - who pays, who benefits, and the social goals of the jurisdiction.
7. **Public Perception of Need** - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.
8. **Feasibility of Implementation** - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.
9. **Implication of Deferring the Project** - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.

- 10. Uncertainty of Information Supplied** - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty — probability of occurrence — and the magnitude of the likely negative consequences. Few cities generate such information but even “educated guesses” are useful here.
- 11. Effect on Interjurisdictional Relationships** - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal’s attractiveness.
- 12. Mayor and City Council’s Broad Goals** - If a capital project directly addresses the Mayor and City Council’s Broad Goals, the relative attractiveness of that project increases.

The ten prioritization criteria used by Scottsdale for technology related projects are:

- 1. Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

Again, this “forced” scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

- 2. Annual Recurring Costs** - This element reflects other costs relative to a proposed project, including operation and maintenance costs, licensing costs, and potential revenues generated by the completed project. If a project has potentially high O&M and licensing costs, then a lower rating should be assigned. If a project has the potential of generating revenues, then a higher rating should be assigned. Overall, the score for this element should reflect a compilation of all three factors. See Capital Projects Operating Impacts schedule on page 123 of this section.
- 3. Technological Infrastructure** - This criterion refers to projects required to maintain the technology infrastructure for essential City operations. This would include such items as networks and servers; telephone PBX, extension or improvements to the Wide Area Network for remote locations, etc. Projects that include elements related to these items would necessarily be scored higher than projects that don’t support the integrity of the technology infrastructure.
- 4. Service Enhancement And Staff/Citizen Benefits** - This element considers the impacts that a project may have on service and the benefits the project may offer to citizens or staff members. This criterion should be viewed in terms of the numbers of citizens or staff members that may benefit from the project and how a service may be enhanced by the project.
- 5. Distributional (Cross-Departmental) Effects** - This element deals with the extent of influence of a proposed project. The impacts and benefits may be spread over the community at-large or to a specific geographic area or to the entire City staff or to specific City staff at specific locations.

An example of a project that would receive a higher rating score would be a utility billing project where almost all citizens would benefit from the project and some staff members also benefit. Compare this to a transit technology project that targets a specific population, and benefits a limited number of staff members.
- 6. Feasibility of Implementation** - This element is a measure of: (a) special implementation problems, e.g. physical and engineering restraints and (b) compatibility with the City’s overall Technology Plan. A project would be considered for higher rating score if it has few restraints to accomplish it and is also compatible with the overall Technology Plan.
- 7. Implication of Deferring the Project** - This element accounts for the downside risk incurred for deferring a project, such as higher future costs, loss of contributions, continued inconvenience to the public

and staff, possible constraints to network capacity, deterioration of the City's technology infrastructure or legal liability. In this evaluation, increased implications for delaying a project translates into a higher rating score.

Projects that address the limitations of a system or software package that may render a system unusable if corrective measures are not taken would score high for this element. In addition, a lower score might be in order if future lower costs associated with technology would come into the equation.

8. **Uncertainty of Information Supplied** - This element measures the success potential of a proposed project. Rating scores should be awarded based on the accuracy of information given by the proposing department, the detail of cost estimates, and the potential of the project going awry due to its very nature. Lower rating scores will be assigned for projects that, basically, have insufficient information to allow a "good" review of the project for prioritization.
9. **Effect on Regional Governance** - Rating scores should be determined based on the possible beneficial or adverse effects on a proposed project due to relationships with other jurisdictions or quasi-governmental agencies in the area. Such effects may require special regional coordination that could directly impact the success or scheduling of a project. The identification of such impacts may result in lower rating scores until such issues are resolved.
10. **Mayor and City Council's Broad Goals** - The question to answer is simply "does it or doesn't it" and, if the proposed project does, to what degree are the Mayor and City Council's Broad Goals being met?

After all proposed projects are prioritized using this criteria, the list of projects is reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other in such a manner that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

The prioritized projects are subsequently reviewed by the City Manager, Assistant/Deputy City Manager, Chief Financial Officer, Budget Director, CIP Coordinator and various General Managers. Then the recommended five-year CIP Plan is reviewed by the City Council and Citizen Budget Review Committee during budget work/ study sessions and public hearings prior to budget adoption.

Capital Improvement Plan - Funding Sources

The Capital Improvement Plan uses funding from the 2000 voter-approved bonds, as well as any remaining funds from the 1989 and 1992 voter-approved bonds, and Preservation G.O. Bonds. These General Obligation Bonds, together with Municipal Property Corporation Bonds, provide the bond-funded portion of the plan, which is approximately 51% of the CIP. Approximately 49% of Scottsdale's CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from fund balance transfers. The following pie chart represents funding source percentages, while the table presents the five-year comparison of the funding sources on a cash flow basis.

Funding sources for the CIP are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be received during the period. As a result of presenting revenue on the cash basis, pay-as-you-go funding sources do not equal budgeted expenditures in each period, sometimes creating a fund deficit as cash accumulates for project expenditures in subsequent years.

All potential capital funding resources are evaluated to ensure equity of funding for the CIP. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or general obligation bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. Other factors considered when funding the capital plan are whether the financing method provides funding when needed and the financial costs associated with the funding source. The following summarizes some of the funding sources for the CIP.

General Obligation (G.O.) Bonds are bonds that are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate.

Special Assessment Bonds are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the property owners fund the debt service payments through a special assessment on their improved property.

Municipal Property Corporation (MPC) Bonds are issued by the Municipal Property Corporation, a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation, but does not require voter approval. The repayment of MPC debt is financed by pledged excise taxes.

Preserve Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt is repaid by a dedicated 0.2% sales tax authorized by the voters in 1995.

Water & Sewer Development Fees are revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

Contributions represent amounts paid by other organizations to pay for capital projects. Other contributions come from developers to pay for capital projects in development areas.

Tourism – Bed Tax represents revenues received from privilege tax on hotel and motel room rentals within the City. These funds pay for capital projects that increase tourism.

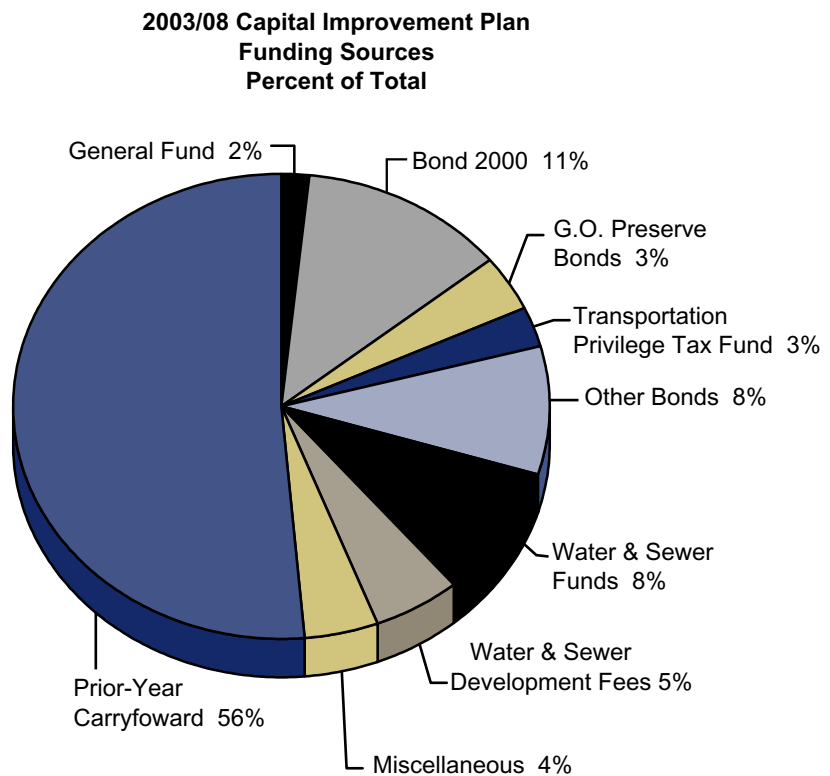
General Fund transfers represent the pay-as-you-go contribution from general revenues for capital projects without a dedicated funding source.

Water & Sewer Funds are utility bill revenues received from the sale of domestic water and the fees collected for the disposal of sanitary sewer waste from customers within the City. Water & Sewer operating revenues in excess of operating expenditures are transferred to CIP to fund water and sewer projects.

Preservation Privilege (Sales) Tax represents revenues received from the 1995 voter approved 0.2% sales tax on local retail and other sales. These revenues are restricted for the purchase of land within the McDowell Sonoran Preserve.

Transportation Privilege (Sales) Tax represents revenues received from the 1989 voter approved 0.2% sales tax on local retail and other sales.

Prior year Carryovers are committed funds from prior year purchase orders that are rebudgeted until they are expended and uncommitted funds rebudgeted until the projects are completed.



FIVE-YEAR PLAN SUMMARY

Capital Improvement Plan

FY 2003/04 Adopted Budget Five-Year Financial Plan Capital Improvement Plan

	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08
Source of Funds:					
Beginning Fund Balance *	398,378.4	314,536.6	312,723.0	251,474.7	227,978.7
Revenues					
Bonds/Contracts					
General Obligation	39,500.0	55,000.0	58,000.0	36,000.0	27,000.0
General Obligation-Preserve	50,000.0	15,400.0	-	-	-
Municipal Properties Corporation	7,100.0	17,000.0	25,000.0	-	-
Municipal Properties Corporation-Arsenic		50,000.0	35,000.0	15,600.0	-
Municipal Properties Corporation-Sewer		18,400.0			
Pay-As-You-Go					
Water & Sewer Development Fees	13,600.0	14,200.0	14,600.0	15,700.0	22,000.0
Extra Capacity Development Fee	-	11,700.0	-	-	-
Grants	6,368.7	7,172.9	5,817.6	2,404.2	85.4
Other Contributions	2,488.3	18,697.0	2,937.0	4,068.0	-
Interest Earnings	5,063.0	3,656.3	3,137.1	2,976.8	3,263.7
Miscellaneous	958.5	59.1	2.1	2.1	2.3
Subtotal	125,078.5	211,285.3	144,493.8	76,751.1	52,351.4
Transfers In					
General Fund	6,825.3	6,000.0	5,000.0	4,000.0	6,250.0
Highway User Fund	73.5	74.8	73.0	73.7	73.7
Special Projects Fund	373.5	420.8	765.0	50.0	-
Transportation Privilege Tax Fund	9,823.2	9,882.5	10,085.4	10,388.0	10,699.6
Aviation Fund	407.9	546.2	745.9	193.2	15.2
Water & Sewer Fund	35,359.2	31,118.7	25,379.3	33,543.0	34,852.2
Solid Waste Fund	18.5	718.9	81.4	89.2	3,618.5
Internal Service Funds	532.3	38.3	37.0	37.1	37.6
Subtotal	53,413.4	48,800.2	42,167.0	48,374.2	55,546.8
Sub-Total Revenues & Transfers In	178,491.9	260,085.5	186,660.8	125,125.3	107,898.2
Total Sources of Funds	576,870.4	574,622.1	499,383.8	376,600.0	335,876.9
Use of Funds:					
Community Facilities	76,087.2	55,319.5	33,989.5	11,870.2	6,267.5
Preservation	70,411.8	1,376.1	-	-	-
Neighborhood Drainage & Flood Control	12,320.5	17,592.8	16,496.9	6,634.6	150.0
Improvement Districts	4,750.5	-	-	-	-
Public Safety	18,581.1	30,555.6	6,022.7	-	-
Service Facilities	13,041.0	5,860.4	4,608.5	3,819.8	6,671.8
Transportation	119,959.7	48,721.4	57,944.2	26,216.4	16,565.9
Water Services	180,426.3	100,863.5	35,790.7	57,421.0	10,000.0
Contingency	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0
Prior Year Unexpended *	-	240,714.2	246,574.3	162,315.0	128,453.3
Total Capital Improvement Plan Budget	498,078.1	503,503.5	403,926.8	270,777.0	170,608.5
Less: Estimated Inception to Date Expenditures	(257,363.9)	(256,929.2)	(241,611.8)	(142,323.7)	(111,809.0)
Subtotal: Unexpended at Year End	240,714.2	246,574.3	162,315.0	128,453.3	58,799.5
Transfers Out					
To Water/Sewer Operating Funds	4,969.9	4,969.9	6,297.3	6,297.6	6,247.8
Subtotal	4,969.9	4,969.9	6,297.3	6,297.6	6,247.8
Total Use of Funds	262,333.8	261,899.1	247,909.1	148,621.3	118,056.8
Ending Fund Balance	314,536.6	312,723.0	251,474.7	227,978.7	217,820.0

* Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).

Capital Project List

The following is a summary of the capital projects listed in alphabetical order that are included in the City's five-year Capital Improvement Plan (CIP) for the period FY 2003/04 through FY 2007/08. Please note only the first year (FY 2003/04) of the CIP is adopted by the City Council. Subsequent years are presented solely for long-term planning purposes and may be funded in future periods, based on emerging community priorities and available funding. Further project detail such as project descriptions, specific funding source(s) and geographic location of the project are included in Volume Three. The column on the right-hand side of the matrix indicates the specific page cross-reference in Volume Three where the project detail can be found.

PROJECT LIST

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3 Page # Ref.
F2101	104th St Storm Drain/Cactus-Cholla	(78.8)	225.0	-	-	-	-	225.0	19
P0403	124th Street Access Area Amenities	-	150.0	1,376.1	-	-	-	1,526.1	19
P9040	68th St Footbridge	(0.8)	45.8	-	-	-	-	45.8	19
V0402	91st Ave-Salt River Outfall Rehabilitation	-	4,000.0	4,000.0	4,000.0	2,000.0	6,000.0	20,000.0	20
V6402	91st Ave Waste Water Treatment Plant	(33,455.7)	37,636.0	3,000.0	3,000.0	5,000.0	3,000.0	51,636.0	20
V9901	91st Ave WWTP-UP01 Expansion	(12,755.2)	27,632.0	4,561.9	2,185.5	2,251.0	-	36,630.4	20
S9903	96th Street – Shea to Sweetwater Blvd	(596.9)	3,589.0	-	-	-	-	3,589.0	21
B8805	Accessible Facility Modifications	(653.3)	1,080.2	250.0	250.0	250.0	218.2	2,048.4	21
V0204	Advanced Water Treatment Plant-Phase 3	(268.5)	4,750.0	5,000.0	-	-	-	9,750.0	21
P0302	Aging Park Facility Renovations	(369.0)	2,218.4	2,278.9	-	-	-	4,497.3	22
P0204	Aging Parks-Chaparral Pool Building	(95.8)	1,605.0	-	-	-	-	1,605.0	22
A5001	Airport Land Acquisition	(255.5)	391.1	-	-	-	-	391.1	22
n/a	Airport Maintenance Facility	-	-	51.5	530.5	-	-	582.0	23
n/a	Airport Parking Lot Lighting Upgrades	-	-	76.5	-	-	-	76.5	23
A0401	Airport Security Fencing	-	50.0	200.0	-	-	-	250.0	23
A0302	Airport Terminal Area Renovations	-	-	1,006.9	145.0	180.0	-	1,331.9	24
W2105	Alameda/122nd St Booster Pump Station	(18.6)	150.0	700.0	-	-	-	850.0	24
A0402	Apron Pavement Reconstruction	-	1,400.0	-	-	-	-	1,400.0	24
P0201	Arabian Library Phase II	(479.3)	479.5	-	-	-	-	479.5	25
W3705	Architect/Engineer Services	(1,375.0)	1,560.0	150.0	-	150.0	-	1,860.0	25
W2106	Arsenic Mitigation Treatment	(1,628.6)	19,500.0	15,000.0	15,000.0	14,600.0	-	64,100.0	25
P8740	Art In Public Places	(2,692.6)	4,237.1	432.4	197.8	189.9	145.1	5,202.3	26
T9005	Arterial Roadway Street Lighting	(227.3)	828.1	-	-	-	-	828.1	26
F8410	Automated Flood Warning System-North Area	(14.8)	194.4	-	-	-	-	194.4	26
A0301	Aviation Noise Exposure Maps	-	341.0	-	-	-	-	341.0	27
M9911	Barcode Equip. for Property/Evidence/Asset Tracking	(11.7)	97.9	-	-	-	-	97.9	27
I0101	Bell Road II ID	(7,412.7)	8,633.1	-	-	-	-	8,633.1	27
n/a	Bell Road-94th St to Thompson Peak Parkway	-	-	505.0	4,541.0	-	-	5,046.0	28
P0704	Bikeways Program	(1,006.1)	3,377.0	399.2	1,870.0	3,300.0	1,460.3	10,406.5	28
W9903	Booster Station Upgrades	(196.3)	375.0	100.0	-	-	-	475.0	28
A2105	Bravo Taxiway Extension-Grant Match	-	123.4	-	-	-	-	123.4	29
T8110	Bus Bay Improvement Program	(66.4)	1,632.2	800.0	800.0	800.0	669.1	4,701.3	29
T1702	Bus Shelters Program	(471.0)	1,687.1	-	-	-	-	1,687.1	29
G9001	Buses Expansion	(73.1)	3,852.6	840.0	300.0	2,940.0	-	7,932.6	30
S2102	Cactus Rd-Pima Freeway to Frank Lloyd Wright Blvd	(147.4)	4,580.4	4,070.0	-	-	-	8,650.4	30

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3 Page # Ref.
S0301	Camelback Rd-64th to 68th St	(183.2)	1,474.4	-	-	-	-	1,474.4	30
P0205	CAP Basin Lighted Sports Complex	(861.0)	12,428.2	-	-	-	-	12,428.2	31
W0301	CAP Hayden-Shea Water Connection	(1.2)	5,500.0	3,500.0	-	-	-	9,000.0	31
W0202	CAP Plant Expansion	(12.7)	7,000.0	16,000.0	5,464.0	29,973.0	-	58,437.0	31
P0206	Chaparral Park Extension	(174.5)	412.7	4,000.0	-	-	-	4,412.7	32
S0302	Chaparral Rd Improvements-Miller to Hayden	(37.0)	500.0	-	-	-	-	500.0	32
W9911	Chaparral Water Treatment Plant	(13,095.0)	73,357.9	-	-	-	-	73,357.9	32
W4702	Chaparral WTP Influent Waterline	(247.5)	5,242.8	-	-	-	-	5,242.8	33
W0302	Chaparral WTP Water Distribution System	(0.7)	4,500.0	3,000.0	-	-	-	7,500.0	33
A9903	Cholla Hangar Infrastructure – Grant Match	-	56.0	-	-	-	-	56.0	33
T4701	CIP Design Concept Program	(1,739.6)	2,183.0	-	-	-	-	2,183.0	34
M8838	City Attorney-Automate Criminal Justice System	(183.8)	250.0	-	-	-	-	250.0	34
M0402	City Attorney-Legal Case Matter Management System	-	160.0	-	-	-	-	160.0	34
M9901	City Clerk-Imaging through the Internet	(2.0)	35.0	-	-	-	-	35.0	35
V9902	Citywide Flow Monitoring	(540.8)	910.0	-	-	250.0	-	1,160.0	35
n/a	Civic Center East-Drainage Improvement	-	-	131.1	1,328.1	-	-	1,459.2	35
P0207	Civic Center Senior Center Replacement	(710.9)	4,119.3	8,211.5	-	-	-	12,330.8	36
M9903	Community Development – Records Imaging	(188.5)	504.1	-	-	-	-	504.1	36
n/a	Community Services-Class System Upgrades	-	-	87.4	-	-	-	87.4	36
M0301	Courts-Case Management System	-	80.0	100.0	50.0	50.0	-	280.0	37
M0202	Courts-IVR	-	40.0	-	-	-	-	40.0	37
M0306	Courts-Videoconferencing	-	-	22.3	33.3	-	-	55.6	37
New	Courts-Ergonomic Work Stations	-	-	36.0	-	-	-	36.0	38
New	Courts-Expansion	-	-	10.0	580.0	-	-	590.0	38
New	Courts-Security Area Remodel	-	-	2.5	101.7	-	-	104.2	38
E0204	Crime Laboratory Equipment Replacement	(129.1)	292.8	49.2	16.9	-	-	358.9	39
W8515	Deep Well Recharge/Recovery Facilities	(283.9)	1,600.0	1,500.0	-	1,000.0	-	4,100.0	39
A0403	Design Projects-03/04-05/06	-	250.0	70.0	165.0	-	-	485.0	39
A0404	Disabled Aircraft Removal Dolly	-	31.8	-	-	-	-	31.8	40
B2104	District 2 Expansion	(744.0)	782.6	2,300.0	-	-	-	3,082.6	40
M0403	Document Management System-City Clerk	-	248.5	-	-	-	-	248.5	40
M9906	Document Management System-Courts	(0.9)	100.0	250.0	-	-	-	350.0	41
New	Document Management System-Customer Services	-	-	-	391.0	-	-	391.0	41
D6508	Downtown Directional Signs	(24.9)	40.0	-	-	-	-	40.0	41
D0401	Downtown Electrical Upgrades	-	450.0	450.0	450.0	-	-	1,350.0	42
D0402	Downtown Façade Program	-	300.0	-	-	-	-	300.0	42
New	Downtown Lighting Improvements	-	-	380.0	250.0	-	-	630.0	42
P8734	Downtown Parking	(1,854.6)	9,417.8	-	-	-	-	9,417.8	43
P0309	Downtown Reinvestment	-	5,785.7	2,979.5	-	-	-	8,765.2	43
New	Downtown Restrooms	-	-	-	-	575.0	450.0	1,025.0	43
D0208	Downtown Streetscape Amenities	(100.4)	200.0	-	-	-	-	200.0	44
S0312	Downtown Streetscape Enhancement Fund	-	311.7	-	99.1	415.3	-	826.1	44
P9055	Downtown/Canal Footbridge for Fifth Avenue Area	(362.3)	644.8	-	-	-	-	644.8	44
D8738	Downtown/Canal Transit Bridge	(1,299.3)	1,605.1	-	-	-	-	1,605.1	45
n/a	Earll/Thomas Corridor-Drainage Improvement	-	-	500.0	6,197.0	3,849.0	-	10,546.0	45
V0301	East Shea Sewer Improvements	-	600.0	-	-	-	-	600.0	45
F0401	East Union Hills Interceptor Channel	-	456.8	1,484.0	2,430.1	-	-	4,370.9	46
P0208	Eldorado Pool Renovation	(5,000.2)	5,388.4	-	-	-	-	5,388.4	46
B0101	Energy Management Opportunities	(139.2)	213.4	-	-	-	-	213.4	46

Project #	Project Name	Estimated Expenditures					Total	Volume 3	
		Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07		Forecast 2007/08	Page #
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E0401	Explosive Ordinance Disposal Equipment	-	185.0	-	-	-	-	185.0	47
New	FAA Part 161-Noise Study	-	-	1,000.0	-	-	-	1,000.0	47
B9915	Facilities Repair and Maintenance Program	(1,761.7)	3,098.2	830.0	545.0	680.0	453.9	5,607.1	47
B0203	Family Advocacy Center	(3,682.5)	3,942.5	-	-	-	-	3,942.5	48
M0308	Financial Services-Hand Held Meter Reading System	-	50.0	-	109.3	-	-	159.3	48
n/a	Financial Services-IVR Tax and License	-	-	109.3	-	-	-	109.3	48
M0302	Financial Services-Payroll/Human Resource System	(9.2)	128.8	-	-	-	-	128.8	49
n/a	Financial Services-Remittance Process Transport Sys	-	-	-	-	442.9	-	442.9	49
n/a	Financial Services-Tax, Licensing & Alarm Billing Sys	-	-	928.0	-	-	-	928.0	49
B0401	Fire Stn #809-Southwest Quadrant	-	165.0	935.0	-	-	-	1,100.0	50
B0402	Fire Stn #810-Miller & Thomas Remodel	-	168.4	-	-	-	-	168.4	50
B0205	Fire Stn #811-McDonald & Scottsdale Expansion	(5.2)	181.1	-	-	-	-	181.1	50
B0202	Fire Stn #812 & Rescue Vehicle-Scottsdale Airport	(110.9)	1,802.5	-	-	-	-	1,802.5	51
E2102	Fire Stn #813-Via Linda Vehicle & Equipment	(449.4)	556.2	-	-	-	-	556.2	51
B2101	Fire Stn #817-Vicinity Bell Rd & 100th Street	(794.6)	807.0	-	-	-	-	807.0	51
B9010	Fire Stn #818-Troon North Fire Station	(908.4)	919.0	-	-	-	-	919.0	52
n/a	Fire Stn #820-Desert Mountain-permanent station	-	-	156.7	800.0	-	-	956.7	52
B0403	Fire Stn #826-Jomax and Scottsdale Road	-	790.0	1,305.0	-	-	-	2,095.0	52
B9909	Fire Stn #827-Ashler Hills & Pima	(79.1)	800.0	400.0	-	-	-	1,200.0	53
A0304	Flight Tracking System	-	60.0	-	-	-	-	60.0	53
F0302	Floodplain Acquisition Program	-	1,183.3	1,183.3	-	-	-	2,366.6	53
S0303	FLW/Via Linda Intersection	-	-	38.0	492.0	-	-	530.0	54
S0304	FLW-Scottsdale Rd to Shea	-	1,715.0	200.0	1,634.0	-	-	3,549.0	54
F0201	Granite Reef Watershed	-	700.0	4,728.0	-	-	-	5,428.0	54
S2103	Hayden Rd-Cactus to Redfield	(96.0)	5,000.0	5,112.0	-	-	-	10,112.0	55
S0201	Hayden Rd-Deer Valley to Pinnacle Peak	-	950.0	-	-	300.0	1,819.4	3,069.4	55
S0202	Hayden Rd-Pima Freeway to Thompson Peak Pkwy	(652.5)	11,459.4	-	-	-	-	11,459.4	55
S9904	Hayden Rd-Princess Drive to Freeway	(3,783.0)	4,126.0	-	-	-	-	4,126.0	56
S0305	Hayden and McDonald-Intersection Improvement	-	2,651.0	-	-	-	-	2,651.0	56
S0306	Hayden and Via de Ventura-Intersection Improvement	-	322.7	1,033.0	-	-	-	1,355.7	56
S0401	Hayden/Thomas Intersection Improvement	-	161.0	1,269.0	-	-	-	1,430.0	57
P0305	Hidden Hills Trailheads Amenities	-	499.6	-	-	-	-	499.6	57
S0402	Indian Bend Rd-Scottsdale to Hayden	-	270.0	1,800.0	9,135.0	-	-	11,205.0	57
P9901	Indian Bend Wash Lakes Renovation	(139.8)	1,024.0	-	-	-	-	1,024.0	58
F8430	Indian School Park Watershed-Phase I	(42.6)	546.0	-	-	-	-	546.0	58
F0402	Indian School Park Watershed-Phase II	-	60.0	586.0	1,019.0	-	-	1,665.0	58
S0308	Indian School Rd-Drinkwater to Pima	-	300.0	600.0	3,138.0	-	-	4,038.0	59
S7002	Indian School Rd-Indian Bend Wash to 81st St.	(3,109.6)	3,100.0	-	-	-	-	3,100.0	59
M0204	Info. Services-GIS Mapping Platform Migration	(52.9)	564.0	-	-	-	-	564.0	59
M9909	Info. Services-Network Infrastructure	(310.9)	1,296.5	361.0	361.0	361.0	361.0	2,740.5	60
M9921	Info. Services-PC Equipment	(1,029.5)	2,748.8	1,256.8	1,256.8	1,256.8	1,256.8	7,776.0	60
M0205	Info. Services-Security Investment/ Antivirus	(58.0)	69.0	171.0	29.0	-	-	269.0	61
M9910	Info. Services-Server Infrastructure	(1,047.9)	2,045.4	521.8	521.8	521.8	521.8	4,132.5	61
M0207	Info. Services-Technology Storage Area Network	(197.6)	287.3	-	-	-	-	287.3	61
M9920	Info. Services-Telephone Equipment	(162.0)	641.5	308.5	233.6	257.7	260.5	1,701.8	62
F0303	Jackrabbit/Chaparral West-Drainage Improvement	-	85.0	300.0	2,000.0	666.0	-	3,051.0	62
n/a	Jail CCTV Monitoring/Recording System Replacement	-	-	184.7	-	-	-	184.7	63
A0307	Kilo Ramp & Service Road	(1,577.2)	1,652.4	-	-	-	-	1,652.4	63
B8810	Kiva Technology & Facility Improvements	120.6	171.5	-	-	-	-	171.5	63

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Volume 3	
		Expenditures Thru 06/30/03						Total	Page # Ref.
P9916	LaMirada Desert Park	(57.5)	650.0	-	-	-	-	650.0	64
A2107	Land Acquisition Keekor Parcel-Grant Match	-	150.0	-	-	-	-	150.0	64
P0202	Library Automation System Replacement	(64.8)	589.9	-	-	-	-	589.9	64
B0303	Lift Replacement	(13.0)	361.5	-	-	-	-	361.5	65
D0211	Loloma District Museum	(212.2)	7,500.0	-	-	-	-	7,500.0	65
n/a	Loloma District Public Parking Garage	-	-	1,400.0	1,000.0	-	-	2,400.0	65
n/a	Loloma District-Stagebrush Theatre Relocation	-	-	-	-	1,600.0	-	1,600.0	66
D0403	Loloma District Streetscape Improvements	-	200.0	700.0	750.0	750.0	-	2,400.0	66
T9902	Loop 101 Park and Ride(PNR)	-	86.0	-	-	-	-	86.0	66
V8620	Master Plan Update-Sewer	(116.0)	383.0	-	100.0	-	-	483.0	67
W8525	Master Plan Update-Water	(433.1)	766.8	-	300.0	-	-	1,066.8	67
S0310	McDonald Drive-Scottsdale to Hayden	-	348.8	1,614.7	-	-	-	1,963.5	67
F0403	McDonald Drive Corridor-Drainage Project	-	650.0	832.0	-	-	-	1,482.0	68
P0209	McDowell Mountain Ranch Park and Aquatic Center	(226.6)	11,576.9	-	-	-	-	11,576.9	68
P6900	McDowell Sonoran Preserve	(276,083.2)	345,845.5	-	-	-	-	310,845.5	68
B9905	McKellips Service Center	(1,062.0)	1,311.4	-	-	-	-	1,311.4	69
V2101	Miller Road Sewer Phase 3	0.0	1,300.0	3,000.0	-	-	-	4,300.0	69
P0203	Mustang Library Study Rooms	(118.2)	129.4	-	-	-	-	129.4	69
D0404	NE Downtown Streetscape	-	367.0	1,613.0	-	-	-	1,980.0	70
N3001	Neighborhood Funding Partnership	(628.7)	752.1	-	-	-	-	752.1	70
F6302	Neighborhood Stormwater Management Improv.	(1,250.5)	1,773.2	888.2	150.0	150.0	150.0	3,111.4	70
T8140	Neighborhood Traffic Management Program	(1,534.7)	2,556.0	500.0	500.0	500.0	500.0	4,556.0	71
P0104	Nevelson Sculpture Re-Siting	(46.0)	360.0	-	-	-	-	360.0	71
F6305	North Area Basin Master Plan	(623.9)	1,083.3	-	-	-	-	1,083.3	71
B2103	North Corp Yard Parking Garage	(1,095.7)	1,196.1	-	-	-	-	1,196.1	72
F3705	Northern Stormwater Risk/Vulnerability Mgt	(19,530.0)	23,060.1	-	-	-	-	23,060.1	72
F0712	NPDES Monitoring Stations/Sampling	(1,153.9)	1,330.3	674.0	152.0	250.0	-	2,406.3	72
V9907	Outer Loop Sewer Scottsdale Road to Pima Road	(831.4)	1,163.0	-	-	-	-	1,163.0	73
F0305	Outfall Drain-Pima Freeway to Union Hills	(89.7)	2,900.0	-	-	-	-	2,900.0	73
P0211	Paiute Nghbhood Ctr Bldgs 7 & 9 Remodel/Walkway	(614.7)	767.4	-	-	-	-	767.4	73
S9905	Particulate Emission Reduction Program	(1,730.1)	2,500.0	-	-	-	-	2,500.0	74
New	Pavement Preservation-Runway 3/21	-	-	80.0	-	55.0	90.0	225.0	74
A0201	Perimeter Road Improvements-Airport Project	(27.6)	27.6	-	-	-	-	27.6	74
n/a	Pima Rd-Deer Valley to Pinnacle Peak	-	-	-	-	100.0	800.0	900.0	75
S4702	Pima Rd-McDowell Rd to Via Linda	(11,781.2)	13,350.0	-	-	-	-	13,350.0	75
S2104	Pima Road-Pima Freeway to Thompson Peak	(571.3)	4,481.0	6,533.7	-	-	-	11,014.7	75
New	Pima Road Drainage System	-	-	399.0	64.8	1,719.6	-	2,183.4	76
S0204	Pinnacle Peak-Scottsdale Rd to Pima Rd	-	-	-	803.0	3,674.0	6,277.1	10,754.1	76
M0208	Planning Systems-Land Survey Asset Management	(114.8)	262.9	16.4	16.9	-	-	296.2	76
M0404	Planning Systems-Laptops & Wireless Connectivity	-	26.9	26.9	-	-	-	53.8	77
P4711	Playground Equipment Replacement	(1,087.4)	1,273.9	126.6	134.4	150.0	165.0	1,849.9	77
E0302	Police Emergency Power	(3.5)	150.0	-	-	-	-	150.0	77
M0303	Police Mobile Data and Communications Upgrade	(10.0)	55.0	-	-	-	-	55.0	78
B0302	Police Operational Support Building	-	2,200.0	24,500.0	5,205.8	-	-	31,905.8	78
M8915	Police Portable Radio Replacement Plan	(2,053.5)	4,197.1	-	-	-	-	4,197.1	78
M0307	Police Records Management-Modifications	(27.8)	75.0	-	-	-	-	75.0	79
M0401	Police Records Mgt and CAD System Replacement	-	4,725.0	-	-	-	-	4,725.0	79
M9005	Police RMS/AFIS Enhancements	(337.5)	347.2	300.0	-	-	-	647.2	79
M0304	Police Security Systems	-	37.5	-	-	-	-	37.5	80
M0305	Police Wiretap Upgrade	(83.4)	150.0	-	-	-	-	150.0	80

Project #	Project Name	Estimated Expenditures					Total	Volume 3	
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M0405	Police/Fire Radio System Consultant	-	150.0	-	-	-	-	150.0	80
B0204	Police/Fire Training Facility Phase 2	-	3,795.8	425.0	-	-	-	4,220.8	81
n/a	Public Pool Equipment Replacement	-	-	200.0	200.0	200.0	200.0	800.0	81
P0212	Public Pool Safety Upgrades	(343.4)	432.0	-	-	-	-	432.0	81
V0401	Pump Station 96 (RWDS A) Modifications	-	700.0	-	-	-	-	700.0	82
V0203	Pump Station 97 (RWDS B) Modifications	(0.5)	700.0	-	-	-	-	700.0	82
V4001	Radio Telemetry-Monitoring Automation (Sewer)	(335.6)	602.5	53.0	54.6	56.3	-	766.4	82
W4001	Radio Telemetry-Monitoring Automation (Water)	(492.9)	931.8	132.6	136.6	140.7	-	1,341.7	83
F6303	Reata Pass Detention Outlet	(395.9)	430.0	-	-	-	-	430.0	83
P0401	Recreational Amenity Replacement	-	150.0	150.0	150.0	150.0	150.0	750.0	83
E9903	Refurbish Two Fire Engines	-	210.0	-	-	-	-	210.0	84
T0201	Regional Transit Maintenance Facility	-	1,103.0	2,541.0	8,566.9	-	-	12,210.9	84
V9908	Relief Sewers – Citywide	(731.3)	2,000.0	500.0	-	-	-	2,500.0	84
E2103	Replacement Fire Vehicle Contingency	(1,000.6)	1,764.9	-	-	-	-	1,764.9	85
T6101	Roadway Capacity Improvements	(7,988.5)	8,953.0	1,500.0	2,000.0	1,500.0	1,500.0	15,453.0	85
S0403	Rubberized Asphalt Overlay	-	3,900.0	-	-	-	-	3,900.0	85
A0405	Runway RSA-Safety Area Improvements	-	1,500.0	500.0	-	-	-	2,000.0	86
B0207	SCA Improvements and Facility Upgrades	(154.3)	1,302.3	110.2	129.4	-	-	1,541.9	86
P8736	Scottsdale Papago Streetscape	(600.2)	6,229.0	-	-	-	-	6,229.0	86
n/a	Scottsdale Ranch Park Tennis Courts	-	-	-	384.8	-	-	384.8	87
S0205	Scottsdale Rd-Dynamite to Carefree Highway	-	921.2	-	-	-	-	921.2	87
S7005	Scottsdale Rd-FLW Blvd to Thompson Peak	(1,392.1)	16,896.0	-	-	-	-	16,896.0	87
F2706	Scottsdale Rd Bridge Over Indian Bend Wash	(221.2)	2,248.0	-	-	-	-	2,248.0	88
D0205	Scottsdale Rd Preservation & Streetscape Enhance.	(65.7)	4,543.0	6,557.0	6,000.0	6,000.0	4,000.0	27,100.0	88
S2707	Scottsdale Road-Indian Bend Rd to Gold Dust Rd	(4,499.2)	19,942.0	-	-	-	-	19,942.0	88
n/a	Scottsdale Road-Pinnacle Peak to Dynamite	-	-	-	2,092.6	-	-	2,092.6	89
S0311	Scottsdale Road-Thompson Peak to Pinnacle Peak	-	-	3,000.0	12,811.5	-	-	15,811.5	89
F0304	Scottsdale Road Corridor-Drainage Project	-	490.0	3,280.0	2,973.9	-	-	6,743.9	89
A0202	Security & Access Control System	(618.2)	669.3	-	-	-	-	669.3	90
W0303	Security Enhancements	-	500.0	-	-	-	-	500.0	90
P0301	Self Check Machine/LAN Infrastructure Replacement	(200.8)	520.9	-	-	-	-	520.9	90
F6301	Severe Weather Warning & Response Program	(1,141.8)	1,216.7	295.0	182.0	-	-	1,693.7	91
V3704	Sewer Collection System Rehabilitation	(2,242.4)	3,296.0	-	250.0	-	-	3,546.0	91
V0703	Sewer Oversizing	(1,115.7)	1,835.7	-	-	-	-	1,835.7	91
S0313	Shea Blvd and 92nd St-Intersection Improvement	-	812.0	-	-	-	-	812.0	92
S0314	Shea Blvd and Hayden-Intersection Improvement	-	100.0	601.0	181.0	-	-	882.0	92
S0315	Shea Blvd: 90th & 96th St Intersection	-	335.5	261.0	-	-	-	596.5	92
T9904	Shea Sidewalk Match Funds	(139.7)	511.0	-	-	-	-	511.0	93
T6103	Sidewalk Improvements	(861.0)	1,270.2	281.4	292.4	-	-	1,844.0	93
P0213	Sonoran Hills Park	(895.3)	946.0	-	-	-	-	946.0	93
P9904	Sports Lighting Expansion & Upgrade	(30.3)	620.0	613.1	763.2	521.7	655.1	3,173.1	94
P0402	Spring Training Facility	-	900.0	20,000.0	-	-	-	20,900.0	94
S0406	SRP Street Light Purchase	-	442.5	-	-	-	-	442.5	94
S0404	Stacked 40's-Center Rd to Hayden	-	3,100.0	2,000.0	1,500.0	-	-	6,600.0	95
S0405	Stacked 40's-North Frontage Road	-	1,200.0	1,500.0	500.0	-	-	3,200.0	95
F0204	Stormwater Drain Pollution Prevention Markers	-	301.0	-	-	-	-	301.0	95
P8732	Strategic Areas	(340.0)	379.1	-	-	-	-	379.1	96
D2102	Taliesin West	(3.5)	517.5	-	-	-	-	517.5	96
A0306	Taxiway Extension & Transient Ramp	-	-	-	972.6	-	-	972.6	96

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3 Page # Ref.
A0406	Taxiway Overlay-Alpha & Charlie	-	410.3	-	-	-	-	410.3	97
S0316	Thompson Peak-Bell to Union Hills	-	2,760.0	3,722.0	513.6	9,040.2	-	16,035.8	97
n/a	Thompson Peak Bridge @ Reata Pass Wash	-	-	-	1,391.1	-	-	1,391.1	97
S0317	Thunderbird/Redfield-Scottsdale to Hayden	(43.7)	130.0	-	-	2,660.0	1,850.0	4,640.0	98
T8150	Traffic Management Program-ITS	(4,813.9)	8,450.3	4,654.8	2,697.5	818.3	1,250.0	17,870.9	98
T8160	Traffic Signal Program	(1,592.6)	2,463.5	360.7	371.5	348.9	350.0	3,894.6	98
P9035	Trail Development/Acquisition	(826.4)	1,443.3	500.0	500.0	500.0	502.3	3,445.6	99
n/a	Transfer Station Expansion	-	-	-	-	-	3,600.0	3,600.0	99
New	Transfer Station Refurbishment	-	-	550.0	-	-	-	550.0	99
T0202	Transit Technology	-	350.0	-	-	-	-	350.0	100
V2102	Troon East RWDS Pump Station Modifications	(0.7)	300.0	-	-	-	-	300.0	100
S0319	Union Hills Dr-Scottsdale to 74th St	(86.6)	3,400.0	-	-	-	-	3,400.0	100
W0401	Union Hills Trans. Line-Water Campus to Site 120	-	400.0	1,000.0	-	-	-	1,400.0	101
T0302	Upper Camelback Wash MUP-Cactus to Redfield	-	1,200.0	-	-	-	-	1,200.0	101
T0203	Upper Camelback Wash MUP-92nd/Shea to Cactus	-	1,545.0	-	-	-	-	1,545.0	101
F0203	Upper Camelback Wash Watershed	(169.7)	1,630.0	2,312.2	-	-	-	3,942.2	102
M0210	Utility Billing System	(0.3)	2,791.5	-	-	-	-	2,791.5	102
W5705	Utility Sleeve Crossings/Outer Loop	(1,215.8)	1,815.0	-	-	-	-	1,815.0	102
A0407	Vehicle Security Gate Upgrade	-	120.0	-	-	-	-	120.0	103
n/a	Vista Del Camino Ballfield Renovation	-	-	-	23.3	818.3	-	841.6	103
P0307	Vista Del Camino Remodel/Expansion	(2.2)	274.1	2,730.6	-	-	-	3,004.7	103
W9912	Water Distribution System Improvements	(2,946.2)	4,500.0	750.0	300.0	-	-	5,550.0	104
W0710	Water Oversizing	(5,726.2)	8,214.1	-	-	-	-	8,214.1	104
W0205	Water Quality Improvements-Southern Neighbor.	(670.7)	10,000.0	-	-	-	-	10,000.0	104
V0205	Water Reclamation Plant Phase 3	(2,105.1)	4,750.0	15,000.0	-	-	-	19,750.0	105
W6160	Water Rights Acquisition	(41,830.6)	44,052.0	20,916.0	-	-	-	64,968.0	105
W8570	Waterline Replacements	(8,951.7)	12,491.0	3,000.0	1,000.0	2,000.0	1,000.0	19,491.0	105
W4708	Well Sites	(13,491.4)	17,142.1	-	4,000.0	-	-	21,142.1	106
New	WestWorld-100,000 Sq Ft Multi-purpose Building	-	-	1,600.0	23,000.0	-	-	24,600.0	106
D0302	WestWorld-Arena Footings	-	87.0	-	-	-	-	87.0	106
D0206	WestWorld-Arenas 7 & 8 Relocation	(0.8)	309.0	-	-	-	-	309.0	107
D9902	WestWorld-Covered Arena & Walkway to Equidome	-	577.0	-	-	-	-	577.0	107
D0405	WestWorld-Driveways & Pedestrian/ Horse Paths	-	82.0	84.4	86.9	-	-	253.3	107
n/a	WestWorld-Landscaping Plan	-	-	225.1	-	-	-	225.1	108
D0303	WestWorld-Paving Projects	(0.9)	530.5	-	-	-	-	530.5	108
D0207	WestWorld-Restroom Facility	-	669.5	-	-	-	-	669.5	108
D0301	WestWorld-State Land Acquisition-51.92 Acres	-	10,015.0	-	-	-	-	10,015.0	109
W9913	Zone 12-13 Water System Improvements	(802.5)	8,528.0	-	-	-	-	8,528.0	109
W0304	Zone 12-13 Water Transmission Lines	(0.4)	6,680.0	-	-	-	-	6,680.0	109
W8560	Zone 2 Reservoir-120th & Shea Blvd	(4,979.1)	5,741.5	-	-	-	-	5,741.5	110
W0207	Zone 9 Reservoir Expansion	(6,781.1)	7,000.0	-	-	-	-	7,000.0	110
Contingency Budget		-	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	12,500.0	
Inception to Date Expenditures Through 03/31/03		-	(528,159.8)	-	-	-	-	(528,159.8)	
Estimated Expenditures 04/01/03-06/30/03		-	(30,675.1)	-	-	-	-	(30,751.9)	
Prior Year Carry-Forward (')		-	-	240,714.2	246,574.4	162,315.1	128,453.3	778,057.0	
Total Capital Improvement Plan Budget		-	498,078.1	503,503.8	403,927.2	270,777.5	170,608.9	1,846,819.0	

(') Prior year carry-forwards for 2003/04 are estimated and included in individual projects.

Capital Projects Operating Impacts

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs) during the capital project evaluation and review process. As capital improvement projects are completed, the operating costs of these projects have been identified and included in the appropriate departmental program budgets. Departmental staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities.

The table below presents the five-year forecast of capital project operating impacts (costs). These operating cost estimates represent the staffing and maintenance necessary due to the completion and expected completion of capital projects. The capital projects operating impacts are incorporated into the General Fund budget found in the Fund Summaries and Five-Year Financial Plan section of Volume One on page 27. The operating impacts are also factored in the appropriate program expenditures found through out Volume Two. For a complete description of each capital project, refer to Volume Three using the page cross-reference column on the right-hand side of the matrix.

OPERATING IMPACTS

Project #	Project Name	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3 Page # Ref.
P0403	124th Street Access Area Amenities	-	-	25.0	25.0	25.0	75.0	19
S9903	96th Street – Shea Blvd to Sweetwater Blvd	-	18.5	18.5	18.5	18.5	74.0	21
P0302	Aging Park Facility Renovations	-	58.0	83.6	83.6	83.6	308.8	22
n/a	Airport Maintenance Facility	-	-	-	6.0	6.0	12.0	23
A0302	Airport Terminal Area Renovations	-	8.5	8.5	8.5	8.5	34.0	24
W2105	Alameda/122nd St Booster Pump Station	-	16.0	16.0	16.0	16.0	64.0	24
W2106	Arsenic Mitigation Treatment	-	600.0	650.0	4,500.0	4,500.0	10,250.0	25
T9005	Arterial Roadway Street Lighting	-	53.9	53.9	53.9	53.9	215.6	26
M9911	Barcode Equipment for Property Ev/Asset Tracking	19.6	19.6	19.6	19.6	19.6	98.0	27
n/a	Bell Road-94th St to Thompson Peak Parkway	-	-	-	27.6	27.6	55.2	28
P0704	Bikeways Program	-	5.0	5.0	5.0	5.0	20.0	28
T1702	Bus Shelter Program	-	33.0	45.0	50.0	55.0	183.0	29
G9001	Buses Expansion	-	1,200.0	1,200.0	1,900.0	1,900.0	6,200.0	30
S2102	Cactus Rd-Pima Freeway to Frank Lloyd Wright Blvd	-	-	36.4	36.4	36.4	109.2	30
S0301	Camelback Rd-64th to 68th	-	3.8	3.8	3.8	3.8	15.2	30
P0205	CAP Basin Lighted Sports Complex	-	363.5	726.9	726.9	726.9	2,544.2	31
W0301	CAP Hayden-Shea Water Connection	-	-	-	2.0	2.0	4.0	31
W0202	CAP Plant Expansion	-	-	-	-	1,300.0	-	31
P0206	Chaparral Park Extension	-	-	175.0	111.0	111.0	397.0	32
W9911	Chaparral Water Treatment Plant	-	-	-	-	200.0	200.0	32
W4702	Chaparral WTP Influent Waterline	-	-	1.0	1.0	1.0	3.0	33
M0402	City Attorney-Legal Case Matter Management System	-	16.0	14.0	16.0	18.0	64.0	34
M9901	City Clerk-Imaging Through the Internet	3.0	3.0	3.0	3.0	3.0	15.0	35
P0207	Civic Center Senior Center Replacement	-	-	179.8	359.6	359.6	899.0	36
n/a	Community Services-Class System Upgrades	-	-	12.0	23.0	23.0	58.0	36
n/a	Courts-Expansion	-	-	80.8	288.1	288.1	657.0	38
M0202	Courts-IVR	5.0	5.0	5.0	5.0	5.0	25.0	37
n/a	Courts-Security Area Remodel	-	-	0.7	0.2	0.2	1.1	38
M0306	Courts-Videoconferencing	-	2.6	4.5	4.5	4.5	16.1	37
M0403	Doc. Mgt. Sys.-City Clerk	-	5.0	5.0	5.0	5.0	20.0	40
M9906	Doc. Mgt. Sys.-Courts	-	-	12.5	25.0	25.0	62.5	41
n/a	Doc. Mgt. Sys.-Customer Service	-	-	-	23.2	27.0	50.2	41

OPERATING IMPACTS

Capital Improvement Plan

Project #	Project Name	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3
								Page #
								Ref.
D0401	Downtown Electrical Upgrades	-	1.8	1.8	1.8	1.8	7.2	42
n/a	Downtown Lighting Improvements	-	-	(0.5)	(0.5)	(0.5)	(1.5)	42
P8734	Downtown Parking	-	25.0	50.0	50.0	50.0	175.0	43
n/a	Downtown Restrooms	-	-	-	-	18.5	18.5	43
P0208	Eldorado Pool Renovation	87.2	87.2	87.2	87.2	87.2	436.2	46
E0401	Explosive Ordnance Disposal	2.2	22.4	-	-	-	24.6	47
n/a	FAA Part 161-Noise Study	-	-	6.0	6.0	6.0	18.0	47
M0302	Financial Services-Payroll/Human Resource System	-	7.5	7.5	7.5	7.5	30.0	49
M0308	Financial Services-Hand Held Meter Reading System	-	-	-	0.5	0.5	1.0	48
n/a	Financial Services-Remittance Process Transport System	-	-	-	22.1	22.1	44.2	49
n/a	Financial Services-Tax, Licensing & Alarm Billing System	-	-	24.0	26.9	30.1	81.0	49
B0401	Fire Station #809-Southwest Quadrant	-	18.5	18.5	18.5	18.5	74.0	50
B0402	Fire Station #810-Miller and Thomas Remodel	-	1.4	1.4	1.4	1.4	5.6	50
B0205	Fire Station #811-McDonald and Scottsdale Expansion	-	1.4	1.4	1.4	1.4	5.6	50
B2101	Fire Station #817-Vicinity of Bell Rd and 100th St.	26.0	52.5	52.5	52.5	52.5	236.0	51
B9010	Fire Station #818-Troon North	26.0	52.5	52.5	52.5	52.5	236.0	52
n/a	Fire Station #820-Desert Mountain	-	-	-	52.5	52.5	105.0	52
B0403	Fire Station #826-Jomax & Scottsdale Rd	-	-	778.5	778.5	778.5	2,335.5	52
B9909	Fire Station #827-Ashler Hills and Pima	-	-	52.5	52.5	52.5	157.5	53
A0304	Flight Tracking System	-	5.0	5.0	5.0	5.0	20.0	53
S0304	FLW-Scottsdale Rd to Shea	-	-	-	7.0	7.0	14.0	54
S0306	Hayden and Via de Ventura-Intersection Improvement	-	-	0.8	0.8	0.8	2.4	56
S2103	Hayden Rd-Cactus to Redfield	-	-	17.9	17.9	17.9	53.7	55
S0202	Hayden Rd-Pima Freeway to Thompson Peak Parkway	-	46.8	46.8	46.8	46.8	187.2	55
S9904	Hayden Rd-Princess Drive to Freeway	-	26.9	26.9	26.9	26.9	107.6	56
S0401	Hayden/Thomas Intersection Improvement	-	-	0.7	0.7	0.7	2.1	57
P0305	Hidden Hills Trailhead Amenities	-	19.6	19.6	19.6	19.6	78.4	57
S0402	Indian Bend Rd-Scottsdale to Hayden	-	-	-	23.8	23.8	47.6	57
M0205	Information Services-Security Investment/ Antivirus	6.0	6.0	6.0	6.0	6.0	30.0	61
n/a	Jail CCTV Monitoring/Recording System Replacement	-	-	4.0	4.0	4.0	12.0	63
P9916	La Mirada Desert Park	-	30.0	30.0	30.0	30.0	120.0	64
P0202	Library Automations System Replacement	-	44.0	44.0	44.0	44.0	176.0	64
D0211	Loloma District Museum	-	-	100.0	100.0	100.0	300.0	65
n/a	Loloma District Public Parking Garage	-	-	-	12.5	12.5	25.0	65
D0403	Loloma District Streetscape Improvements	-	5.0	7.5	10.0	10.0	32.5	66
S0310	McDonald Drive-Scottsdale to Hayden	-	-	-	0.9	0.9	1.8	67
P0209	McDowell Mountain Ranch Park and Aquatic Center	-	-	512.5	512.5	512.5	1,537.5	68
B9905	McKellips Service Center	-	2.3	2.3	2.3	2.3	9.2	69
V2101	Miller Road Sewer Phase 3	-	-	2.0	2.0	2.0	6.0	69
P0203	Mustang Library Study Room	1.6	1.6	1.6	1.6	1.6	8.2	69
T8140	Neighborhood Traffic Management Program	-	20.0	25.0	25.0	30.0	100.0	71
V9907	Outer Loop Sewer Scottsdale Road to Pima Road	-	3.0	3.0	3.0	3.0	12.0	73
S0204	Pinnacle Peak-Scottsdale Rd to Pima Rd	-	-	-	-	49.2	49.2	76
M0404	Planning Systems-Laptops & Wireless Connectivity	-	5.0	5.0	5.0	5.0	20.0	77
B0204	Police Fire/Training Facility Phase 2	-	-	-	98.8	98.8	197.6	81
M0303	Police Mobile Data and Communication Upgrade	5.0	10.0	15.0	15.0	15.0	60.0	78
B0302	Police Operational Support Building	-	-	-	337.2	337.2	674.4	78
M8915	Police Portable Radio Replacement Plan	-	8.1	8.1	8.1	8.1	32.4	78
M0401	Police Records Management & CAD System Replacement	-	250.0	250.0	250.0	250.0	1,000.0	79

Project #	Project Name	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3
								Page # Ref.
M0307	Police Records Management System (Modifications)	11.0	22.0	22.0	22.0	22.0	99.0	79
V0401	Pump Station 96 (RWDS) Modifications	2.5	5.0	5.0	5.0	5.0	22.5	82
V0203	Pump Station 97 (RWDS) Modifications	2.5	5.0	5.0	5.0	5.0	22.5	82
V4001	Radio Telemetry-Monitoring Automation Citywide (Sewer)	4.0	4.0	4.0	4.0	4.0	20.0	82
W4001	Radio Telemetry-Monitoring Automation Citywide (Water)	5.0	5.0	5.0	5.0	5.0	25.0	83
V9908	Relief Sewers – Citywide	4.1	4.1	4.1	4.1	4.1	20.5	84
T6101	Roadway Capacity Improvements	-	2.2	2.2	2.2	2.2	8.8	85
n/a	Scottsdale Ranch Park Tennis Courts	-	-	-	10.0	10.0	20.0	87
S7005	Scottsdale Rd-Frank Lloyd Wright Blvd to TPP	-	50.6	50.6	50.6	50.6	202.4	87
S2707	Scottsdale Rd-Indian Bend Rd to Gold Dust Rd	-	36.5	36.5	36.5	36.5	146.0	88
S0311	Scottsdale Rd-Thompson Peak to Pinnacle Peak	-	-	-	-	49.9	49.9	89
V3704	Sewer Collection System Rehabilitation	1.0	2.0	2.0	2.0	2.0	9.0	91
S0313	Shea Blvd and 92nd St-Intersection Improvement	-	0.5	0.5	0.5	0.5	2.0	92
S0314	Shea Blvd and Hayden-Intersection Improvement	-	-	-	0.8	0.8	1.6	92
P9904	Sports Lighting Expansion & Upgrades	-	24.0	41.0	59.0	59.0	183.0	94
P0402	Spring Training Facility	-	-	-	1,000.0	1,000.0	2,000.0	94
S0406	SRP Street Light Purchase	-	171.8	172.0	172.1	172.3	688.2	94
S0404	Stacked 40's-Center Rd to Hayden	-	26.4	26.4	26.4	26.4	105.6	95
S0405	Stacked 40's-North Frontage Road	-	8.3	8.3	8.3	8.3	33.2	95
S0317	Thunderbird/Redfield-Scottsdale to Hayden	-	-	-	-	14.2	14.2	98
T8150	Traffic Management Program-ITS	-	270.0	310.0	400.0	400.0	1,380.0	98
T8160	Traffic Signal Program	-	61.3	64.0	66.6	69.3	261.2	98
P9035	Trail Development/Acquisition	5.0	10.0	15.0	15.0	15.0	60.0	99
n/a	Transfer Station Expansion	-	-	-	-	(102.8)	(102.8)	99
V2102	Troon East RWDS Pump Station Modifications	-	5.0	5.0	5.0	5.0	20.0	100
S0319	Union Hills Drive-Scottsdale to 74th St.	-	9.0	9.0	9.0	9.0	36.0	100
W0401	Union Hills Transmission Line-Water Campus to Site 120	-	-	3.0	3.0	3.0	9.0	101
M0210	Utility Billing System	157.3	194.5	201.3	208.6	216.1	977.8	102
n/a	Vista Del Camino Ballfield Renovation	-	-	-	-	10.0	10.0	103
P0307	Vista Del Camino Remodel/Expansion	-	-	22.5	22.5	22.5	67.5	103
W9912	Water Distribution System Improvements	3.0	3.0	3.0	3.0	3.0	15.0	104
W0205	Water Quality Improvements-Southern Neighborhoods	-	-	500.0	500.0	500.0	1,500.0	104
W8570	Waterline Replacements	3.0	3.0	3.0	3.0	3.0	15.0	105
n/a	WestWorld-100,000 Sq.Ft. Multipurpose Building	-	-	-	898.0	898.0	1,796.0	106
D0207	WestWorld-Restroom Facility	9.0	9.0	9.0	9.0	9.0	45.0	108
W0304	Zone 12-13 Water Transmission Lines	-	-	5.0	5.0	5.0	15.0	109
W0207	Zone 9 Reservoir Expansion	-	-	3.0	3.0	3.0	9.0	110
Total Estimated Operating Impacts		389.1	4,097.2	7,190.0	14,739.4	16,307.8	41,423.3	

